

# Delivering World-Class Customer Service Through Lean Thinking

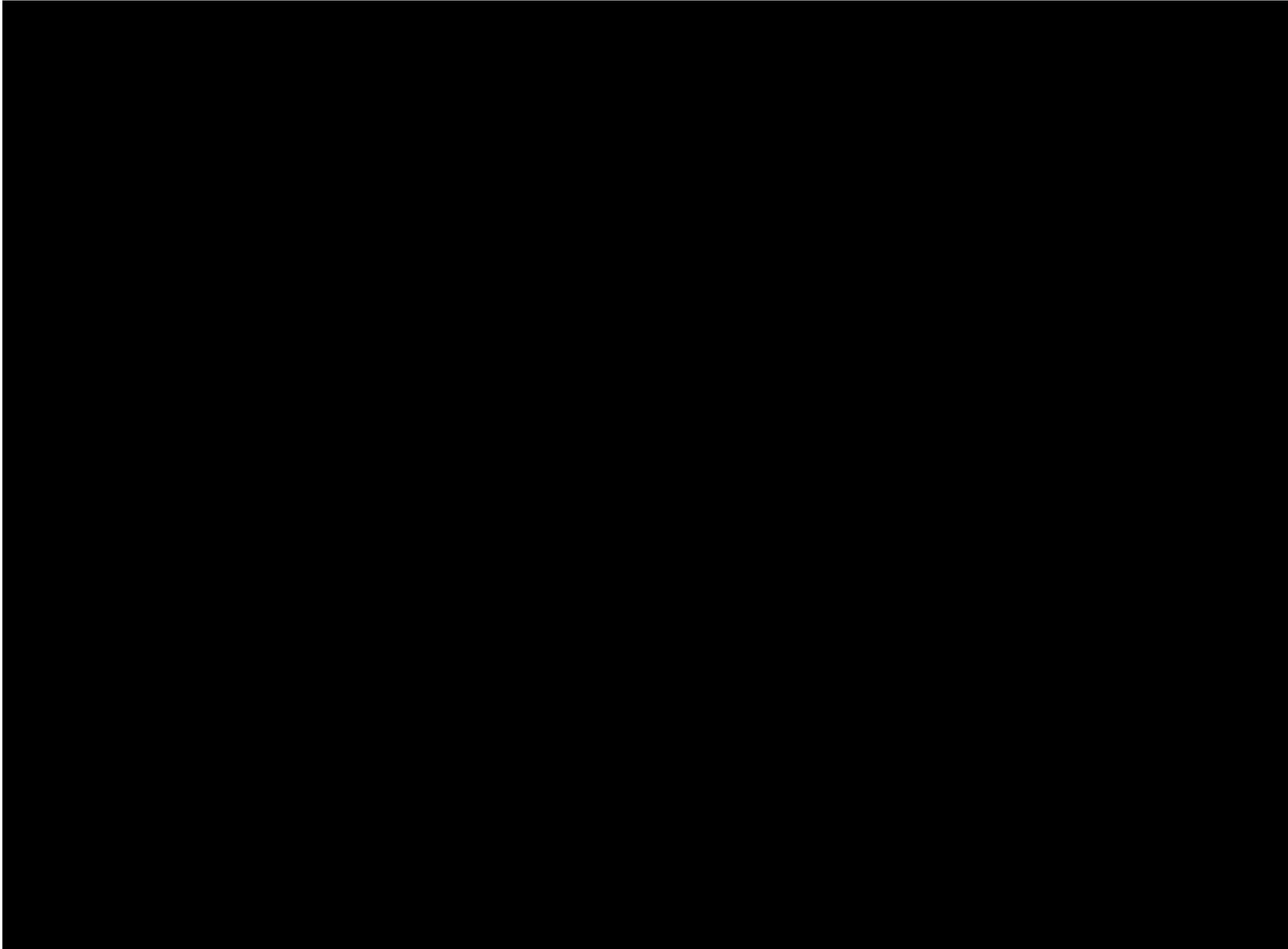
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**Starbucks Mission:**

**To inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time**



# Customer Service Video



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# Starbucks Has Some Interesting Challenges To Overcome

## Typical Challenges

- May not think about details of work method
- May not have work method teaching process
- Engaging employees in improvement process
- Traditional batch thinking with command & control management system

## Starbucks Challenges

- 17,000+ unique store situations globally with more than 200,000 partners
- Customer value by providing inspired moments of connection
- Unmet demand at peak
- Work method not part of historic culture
- Problem solving not a core capability

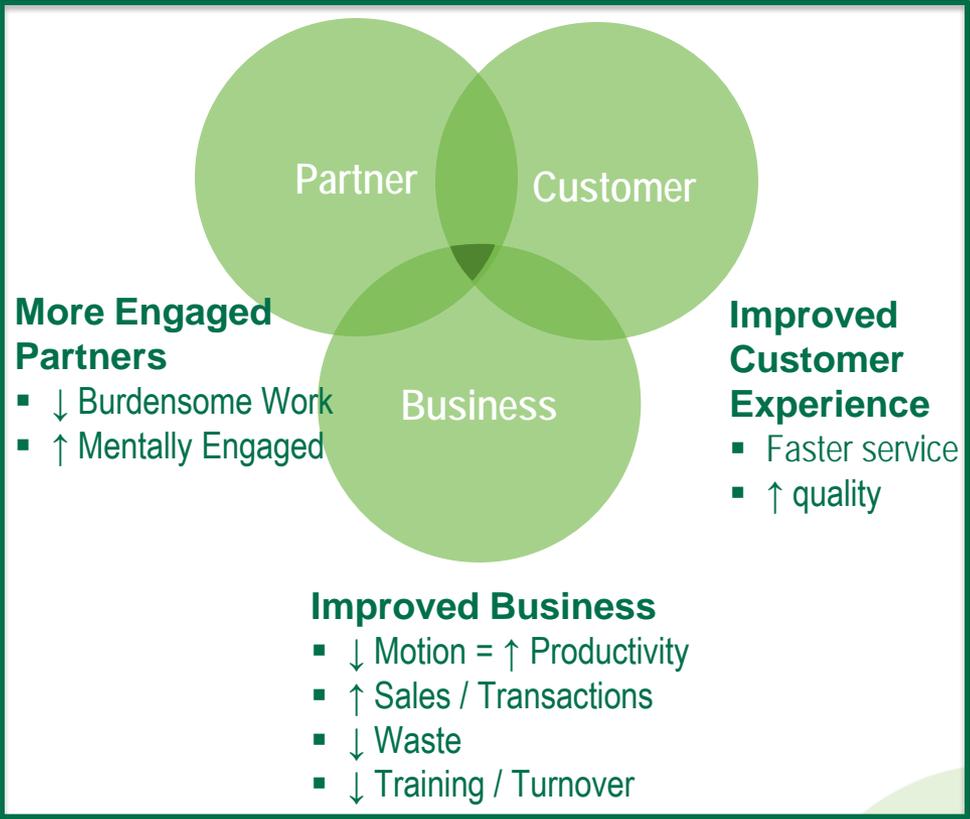


# Starbucks Definition of Lean

Delivering the **most value** from the **customer's perspective**

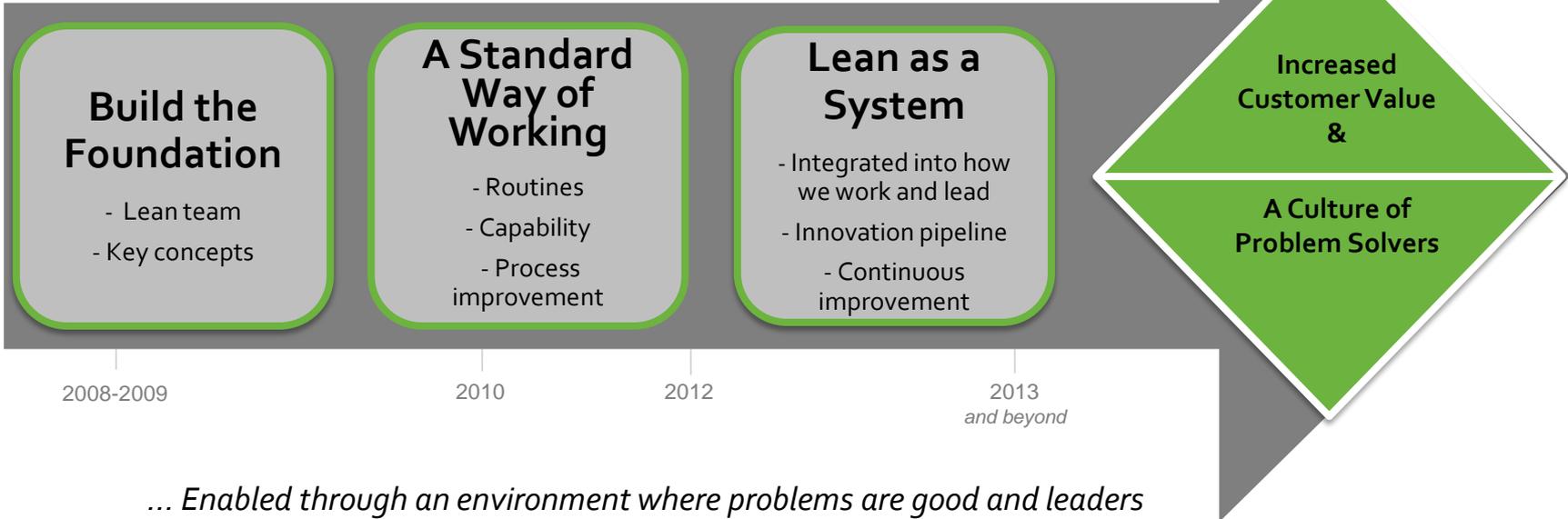
While consuming the **fewest possible resources**

By leveraging the **talents and ideas of partners.**



# Starbucks Lean Vision

*A relentless focus on delivering value from the customer's perspective....*



2008-2009

2010

2012

2013  
and beyond

*... Enabled through an environment where problems are good and leaders demonstrate skills in observation and inquiry.*

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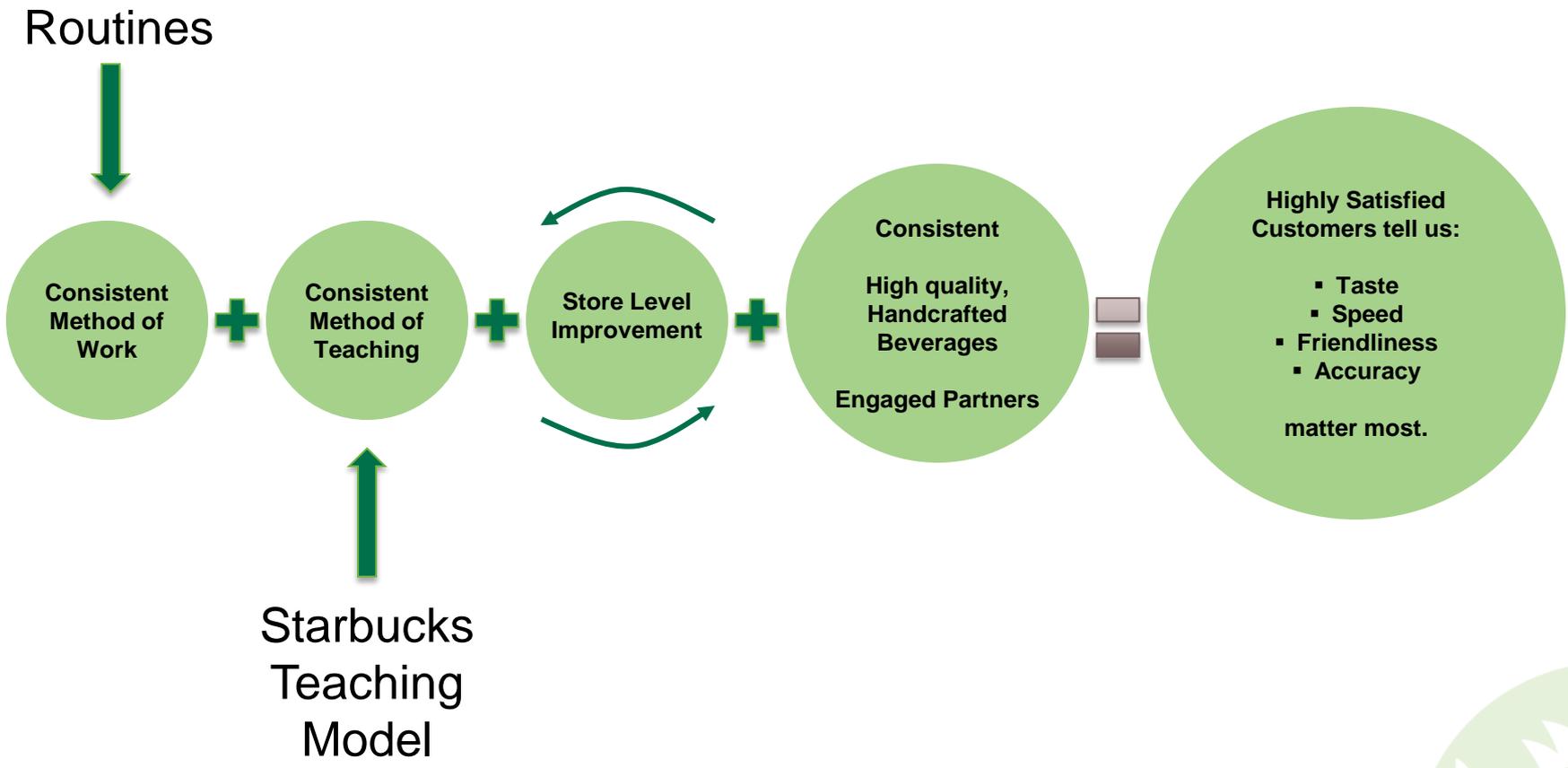




# Experienced Based Learning and Teaching: A Recipe For Success

# Leveraging TWI to achieve our Goal

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# Work Routine Structure

Consistent  
Method of  
Work

**An organizing tool for the teacher – not for handing over to the learner**

## Major Steps

- A logical segment of the work that advances the process
- Not meant to be a complete time motion study

## Key Points

- A key for doing a particular step properly
  - Most parts of the job are quite easy to learn – but 5% to 10% are difficult or tricky
- Anything that might...
  - Make or break the job.
  - Injure the partner (safety factors are always key points).
  - Make the work easier to do.

## Reasons Why

- Explains the “why” behind each Key Point





# Starbucks Teaching Model



# Starbucks Teaching Model – Four Steps

Consistent  
Method of  
Teaching

1. Prepare
2. Present – twice
  - Major steps
  - Major steps + key points + reasons why
3. Practice – three times
  - Silent demonstration only
  - Verbalizing and demonstrating major steps
  - Verbalizing and demonstrating major steps, key points and reasons why
4. Follow-up



# Starbucks Teaching Model

Consistent  
Method of  
Teaching

- View T-Shirt Folding Video



# Starbucks Teaching Model Demonstration

Consistent  
Method of  
Teaching

## Objectives

- Describe the Starbucks Teaching Model
- Learn, understand and demonstrate the Starbucks Teaching Model

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# Activity: Using The Teaching Model

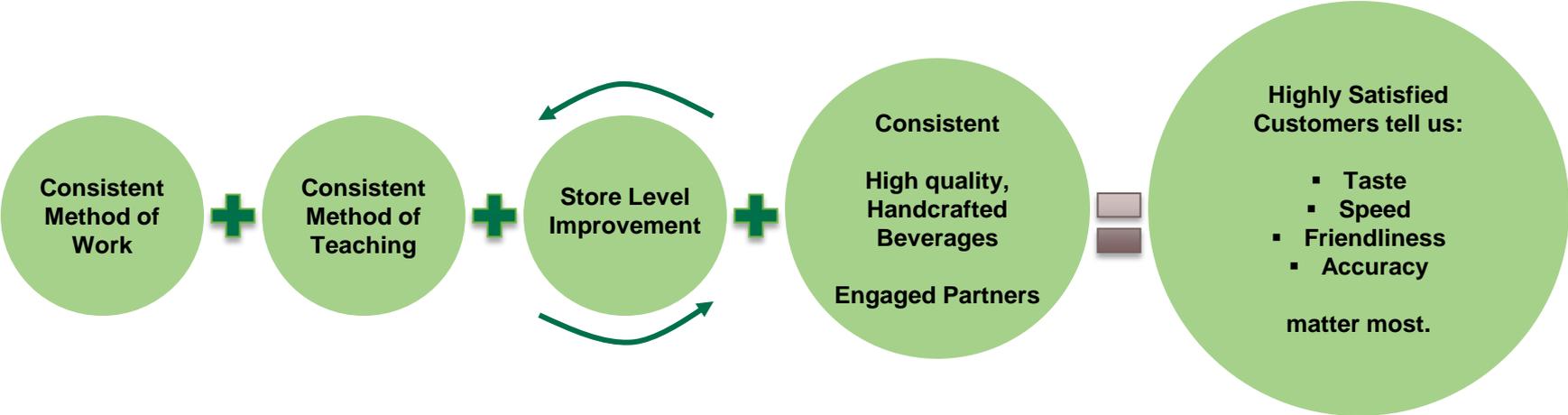
Consistent  
Method of  
Teaching

## Activity Set Up

1. Each table will do this activity as a group.
  - Ensure that each table has one teacher and one learner.
2. Teacher teaches learner to fold a t-shirt.
3. If time permits repeat steps 1-3.
  - Select a new learner and teacher.



# In Summary: A Recipe For Success

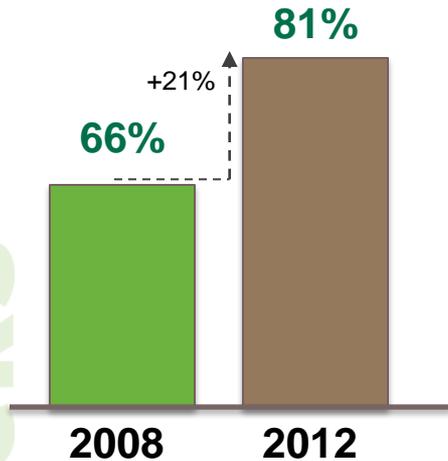


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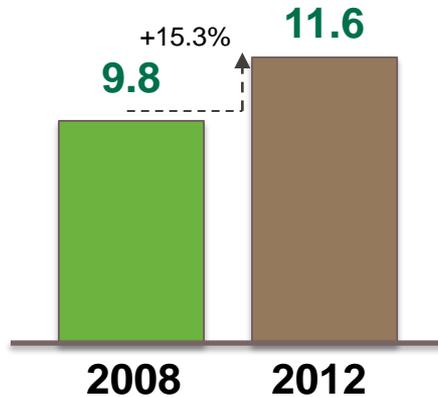


# Results to Date

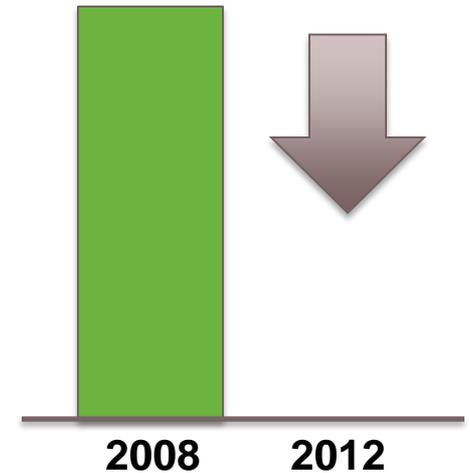
## Overall Customer Satisfaction



## Productivity



## Waste



## Partner View Survey

- Of 12 changes rolled out in our stores, Lean was one of the most positively rated changes by all store partner levels
- Majority of partners at all levels agreed they feel encouraged to try/suggest better ways



# What's different now?

## What we've learned

- Experienced-based learning is the most effective way to shift thinking and create engagement
- Enabling partners to improve their work is the highest form of respect
- Waste exists everywhere – you just have to learn how to see it
- Focus on “technical” and “social” together
- It's a journey, not a sprint

## Where we are going

- Becoming a learning organization requires embracing asking questions as part of our culture
- Moving from creating a case for change to change leadership – requires leaders getting close to the work
- Balancing a desire to “get it out there” while doing it in a way that achieves sustainable results through behavior change



# Questions & Answers

